

Sullivan County NH

Type of meeting: Board of Commissioners Public Business Meeting Minutes
Date: Thursday, May 20, 2010; 3 PM
Place: Unity County Complex, Sullivan County Health Care Facility, 1st Floor, Frank Smith Living Room, 5 Nursing Home Drive, Unity NH 03743

Attendees: Commissioners Jeffrey Barrette – *Chair*, Bennie Nelson – *Vice Chair* and Ethel Jarvis – *Clerk*; Superintendent Ross L. Cunningham – *Department of Corrections*; Ted Purdy – *Sullivan County Health Care Administrator*; and Sharon Callum – *Administrative Assistant / Minute Taker*.

Presentation Guests: Kevin Warwick – *Alternative Solutions Inc. / Juvenile Mentoring Initiative (JMI) Project Director* and Alice Ely – *JMI Project Coordinator*;

Public Attendees: *State-County Delegate Suzanne Gottling.*

3:05 The Chair brought the meeting to order. All recited the Please of Allegiance.

Agenda Item No. 1. Grant Updates & New Funding Opportunities

Agenda Item No. 1.a. Second Chance Act Juvenile Mentoring Initiative Grant Program Update, Kevin Warwick – Project Director & Alice Ely Program Coordinator

Mr. Kevin Warwick and Ms. Alice Ely provided a Power Point presentation of the Juvenile Mentoring Initiative, a program funded through Federal Second Chance Act Grant Opportunity 2009-JU-FX-00400 [Appendix A.1-14]. Mr. Warwick noted the initiative began as a test model through the Newport District Court - Judge Cardello and the Sullivan County Juvenile Justice Planning Committee (SCJJPC), with funding from the Office of Juvenile Justice Department (OJJJ). The SCJJPC is Chaired by Judge Cardello. With the new Federal JMI grant, they've been able to expand the program into the Claremont District Court, with Judge Yazinski. Warwick pointed out OJJJ funding is decreasing each year: First Year was \$75,000, Second Year was \$50,000 and Third year will be \$25,000; therefore, their plan includes finding other funding resources to make up the difference in order to sustain the program. The Federal Second Chance Act funding does not decrease for the two years it's in affect. With the federal funds, they've been able to add mentoring and wrap around services. The Communities United For Substance Abuse Prevention (CUFSAP) coalition plays a large role in collaborations, and the Strategic Prevention Framework grant provided funding to write the Second Chance Act JMI grant application. With the JMI, youths entering the program are on probation / parole, high risk, and referred to the program; they come from families with multiple issues; Child & Family Services provides the Case Managers: Karen & Renee, who work with the entire family; Big Brothers Big Sisters (BBB) [of Western NH] provides mentoring; and when needed, they refer youths to West Central Services. Warwick reviewed the project goals, project plan & activities – all assigned mentors; they use Community Alliance of Human Services to provide wrap around services. The JMI groups meet monthly to network and keep updated. Services for youths include intensive home based supervision, tracking services as need: Are youths making curfew? Are they

attending school?; they provide cognitive based education groups and family education programs. There is constant communication between the Probation Officers, Case Management, and mentors. They use clinical licensed social workers to run the groups; mentors are local volunteers. Community Alliance Human Services runs specialized groups for youths that include: ADAC, STARD, TAAP, Tobacco Options Program, Y.E.S. and Sullivan County Community Service Program and Programs For Parents – Parenting Wisely; programs used are built on a strong foundations. To date, Newport has referred 15 juveniles to the program and Claremont has referred three (3); seven (7) youths have been referred to mentors, with four (4) mentors matched; program evaluation/outcomes are part of the program.

Rep. Gottling asked how Child & Family Services and BBBS was paid? Ms. Ely noted they are paid by the JMI grant as a subcontract. Warwick pointed out BBBS was the co-applicant for the project: four of the twelve national federal grants awarded through this program were given out as BBBS organizations were instrumental in the program. Ms. Ely briefly discussed a recent grant program technical conference she attended, and the questions each of the other grant recipients had - it became clear, during the teleconference, with the other grantee, the driver was the mentoring program and they were reaching back into the juvenile justice system to find the kids that needed the service – with Sullivan County JMI, they came at it from the opposite direction. Warwick noted with this county, they only seek funding that fits the community needs; one of their main goals over the next few years will be to create sustainability.

Agenda Item No. 1.b.

DRAFT Letter of Support for BJA-2010-2701 SCA
Prisoner Reentry Initiative Funding Opportunity –
Targeting Offenders with Co-occurring Disorders

A draft letter of support was distributed [Appendix B]. Mr. Warwick briefed the Board on the Second Chance Act Co-occurring Disorders Federal grant opportunity they would like to apply for, which would allow them to attain additional support for a clinician, team leader and case management; the County would be fiscal agent; this is a two year funding grant and it would allow us to test our mental health trauma groups; we would be doing this type of work anyway, but this allows us to use grant funding for a couple years; no local match is required; West Central Behavioral Health Care is the only organization in the area that provides licensed and a credited clinicians; they have a reasonable chance to attain the funding; this would also be considered supplementary funding for the Sullivan County DOC.

Commissioner Nelson questioned the status of a previous grant application they had been briefed on for WCBH? Warwick noted with that application, WCBH was the lead applicant, as was specifically for substance abuse; they had not heard anything on that as of yet.

3:42 Motion: to sign and submit the Boards' letter of support [for the BJA-2010-2701 SCA Prisoner Reentry Initiative Funding Opportunity], as well as apply and authorize the County Administrator to sign any application documents and letter of support.

Made by: Nelson. Seconded by: Jarvis.

Voice vote: All in favor.

Agenda Item No. 2. Sullivan County Human Resources Salary Survey Proposal Review

Commissioner Barrette noted he did not see that the Human Resource Partners LLC proposal presented at a previous meeting [Appendix B.1-5], but feels they should not embark on this without taking a look at benefits. The Board also received a copy of the Local Government Center March 3, 2010 letter from Barry Cox to Peter Farrand, with proposal for classification and pay study [Appendix C.1-4].

3:50 Motion: to authorize the County Administrator to enter into a contract with Human Resource Partners LLC to conduct a wage and benefits survey taking funds from where they previously identified (HR Contract Line and Commissioners Office line).

Made by: Nelson. Seconded by: Jarvis.

Voice vote: All in favor.

Agenda Item No. 3. Sullivan County Health Care Administrator's Report

Agenda Item No. 3.a. Census

Mr. Purdy distributed and reviewed the Sullivan County Health Care (SCHC) following reports [Appendix D. 1-8]:

- ☐ April 2010 Medicare, Private, Medicaid, HCBC, Managed Care, and Medicare B Revenue: Medicare negative variance 66,407
- ☐ Revenue Review thru 4/30/2010: overall positive and negatives, Medicaid negative variance of \$235,101 due to variance of budget census of 152 vs. current; Private made up for that with \$227,647 variance, Insurance and Respite a little behind; received two stimulus checks in April, and just received another, \$136,000, which will appear on the May report; Med B strong \$138,451 positive variance; received initial email from Jim Fredyma's office [NH State] to confirm bank account information, expect payment spreadsheet in June.
- ☐ Quarterly Resident Census
- ☐ Medicare Length of Stay Analysis – YTD off \$40,000 from what we posted last year
- ☐ Summary Admission / Discharge List 4/1/10 – 4/30/10: admissions 10, discharges 8
- ☐ Summary Admission / Discharge 7/1/10-4/30/10: 137 admissions, 130 discharges
- ☐ Month end Analysis: \$99,000 write offs for May due primarily to old accounts un-collectables, some go back to 2007; total report outstanding to county is \$1 ½ million outstanding accounts, everything a year older, \$552,000 goes back to April '09 and beyond.

Agenda Item No. 4 Department of Corrections Superintendent's Report

Agenda Item No. 4.a. Census

Supt. Cunningham distributed the DOC Population Data [Appendix E].

Non Agenda Item Sullivan County Criminal Justice Coordinating Committee
Supt. Cunningham noted the Criminal Justice Coordinating Committee convened today; they met the new Superior Court Judge – Honorable Marguerite Wageling – fabulous judge who understands the program; both Judge Wageling and Sheriff Prozzo toured the Community Corrections Center under construction; Wageling is comfortable and confident with what the County is doing - she had been sitting in Strafford County and was exposed to what they were doing there and excited about what Sullivan is doing

Agenda Item No. 4.b. Staffing
Supt. Cunningham noted they are backfilling for officers on deployment. They are using recently retired employee, Cindy Adams, to fill in; have one full time position left; a Samantha Fletcher, from North Carolina, has returned to the area and will begin by the end of the month.

Agenda Item No. 4.c. Cheshire County Letter of Appreciation, Dated May 6, 2010
An appreciation letter from R. N. Van Wickler, Superintendent of Cheshire DOC was distributed [Appendix F] – he expressed appreciation for assistance with their move from Westmoreland to their new jail in Keene on April 22nd, and highlighted on Sullivan County's Officer Castillo who provided "exceptionally professional" assistance.

Non Agenda Item Community Corrections Center Construction (CCC) Update
Supt. Cunningham drew the Boards' attention to the most current CCC construction photos [Appendix G.1-2]. After May 26th, Mike Regan [of North Branch] will be able to provide a more solid date for the CCC opening; they have a comprehensive guest list; the first group they'd like to tour through, would be employees and their families.

Agenda Item No. 4.d. Community Corrections Center Plaque Review
Supt. Cunningham requested Board member feedback on the type of plaque to place on the CCC building entrance, and wording. DOC is in contact with Advantage Sign out of Concord, who has provided a sign package to change all signs from the blue ones at County Complex entrance, to each one that is current seen coming down the road, past the jail; he'll forward samples via e-mail to Board. The sign package for the building will incorporate colors similar to the building colors. Commissioners noted they would decide what to place on the plaque and present it at their next meeting.

Agenda Item No. 5 Commissioners Report

Agenda Item No. 5.A. MS-46 Form
The Board reviewed the MS-46 form. Commissioner Jarvis brought to their attention the difference between the proposed total appropriations typed on the form and what the Board voted on during their April 30th meeting. Ms. Callum was unsure what made up the variance; she left the meeting to call Ms. Violette, but return to advise no one was in the office as it was after normal hours; she noted, per NH State RSA's, the last day to send the form out would be May 31st. The Board tabled further discussions on the MS-46 form and requested a special meeting be noticed for Thursday May 27th @ 3 PM in Newport. Commissioner Barrette confirmed, to Rep.

Gottling, he would contact Delegation Chair Ray Gagnon to advise they were unable to set the specific Public Hearing Date until they reviewed, approved, and mailed the MS-46.

The Commissioners questioned Rep. Gottling on the status of the State budget. Rep. Gottling noted they were unsure about ARRA revenues and, if they don't have budget by June 30th "don't faint".

Agenda Item No. 6. Meeting Minutes Review

Agenda Item No. 7.a. April 16, 2010 Public & Executive Session Meeting Minutes

5:12 Motion: to approve the April 30, 2010 minutes.
Made by: Jarvis. Seconded by: Nelson.
Voice vote: All in favor.

Agenda Item No. 7.b. April 30, 2010 FY11 Budget Work Session Minutes

5:13 Motion: to approve the April 30, 2010 FY11 Budget Work Session minutes as typed.
Made by: Jarvis. Seconded by: Nelson.
Voice vote: All in favor.

Agenda Item No. 7.c. May 6, 2010 Meeting Minutes

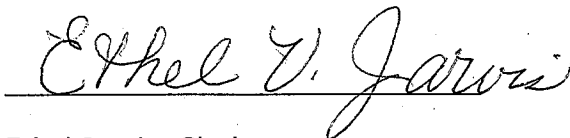
5:14 Motion: to accept the 5/6/10 minutes as typed.
Made by: Nelson. Seconded by: Jarvis.
Voice vote: All in favor

Non Agenda Item CDBG Project No. 07-410-CDED Public Notice

Ms. Callum distributed the CDBG Project No. 07-410-CDED Public Hearing Notice [Appendix G], which showed the hearing was set for June 3, 2010 3 PM in Newport 14 Main Street.

5:15 PM Motion: adjourn meeting.
Made by: Nelson. Seconded by: Jarvis.
Voice vote: All in favor.

Respectfully submitted,



Ethel Jarvis, Clerk
Board of Commissioners

Date signed: 6-3-10



Thu. May 20, 2010

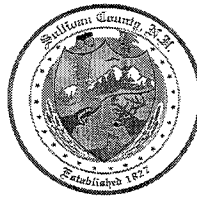
**Sullivan County NH, Board of Commissioners
Regular Business Meeting – AGENDA – Revised**

Location: Unity County Complex – Frank Smith Living Room

Sullivan County Health Care Facility, 5 Nursing Home Drive, Unity NH 03743

- | | | |
|-------------------|----|---|
| 3:00 PM – 4:00 PM | 1. | Grant Updates & New Funding Opportunities <ul style="list-style-type: none">a. Second Chance Act Juvenile Mentoring Initiative Grant Program Update, <i>Kevin Warwick – Project Direct & Alice Ely – Program Coordinator</i>b. DRAFT Letter of Support for BJA-2010-2701 SCA Prisoner Reentry Initiative Funding Opportunity – Targeting Offenders with Co-occurring Disorders<ul style="list-style-type: none"><input type="checkbox"/> Formal motion required to authorize County Administrator to sign and submit application documents |
| 4:00 PM – 4:10 PM | 2. | Sullivan County Human Resources Salary Survey Proposal Review |
| 4:10 PM – 4:25 PM | 3. | Sullivan County Health Care Administrator's Report <ul style="list-style-type: none">a. Censusb. Staffing |
| 4:25 PM – 4:40 PM | 4. | DOC Superintendent's Report <ul style="list-style-type: none">a. Censusb. Staffingc. Cheshire County Letter of Appreciate, Dated May 6, 2010d. Community Corrections Center Plaque Review |
| 4:40 PM – 5:00 PM | 5. | Commissioners' Report <ul style="list-style-type: none"><input type="checkbox"/> MS46 Form Review & Ratification |
| 5:00 PM – 5:15 PM | 6. | Public Participation |
| 5:15 PM – 5:20 PM | 7. | Meeting Minutes Review <ul style="list-style-type: none">a. April 16, 2010 Public & Executive Session Meeting Minutesb. April 30, 2010 FY11 Budget Work Session Minutesc. May 6, 2010 Public Meeting Minutes |
| 5:00 PM | 8. | Adjourn meeting |

The times reflected on this agenda, other than the start time, are estimates. Actual time will depend on level of interest and participation.



Upcoming Events / Meetings:

- **May 28th Fri. Sullivan County Delegation Executive Finance Committee Meeting**
 - **Time: 8:30 AM**
 - **Place:** Newport, 14 Main Street – 1st Floor Commissioners Conference Room

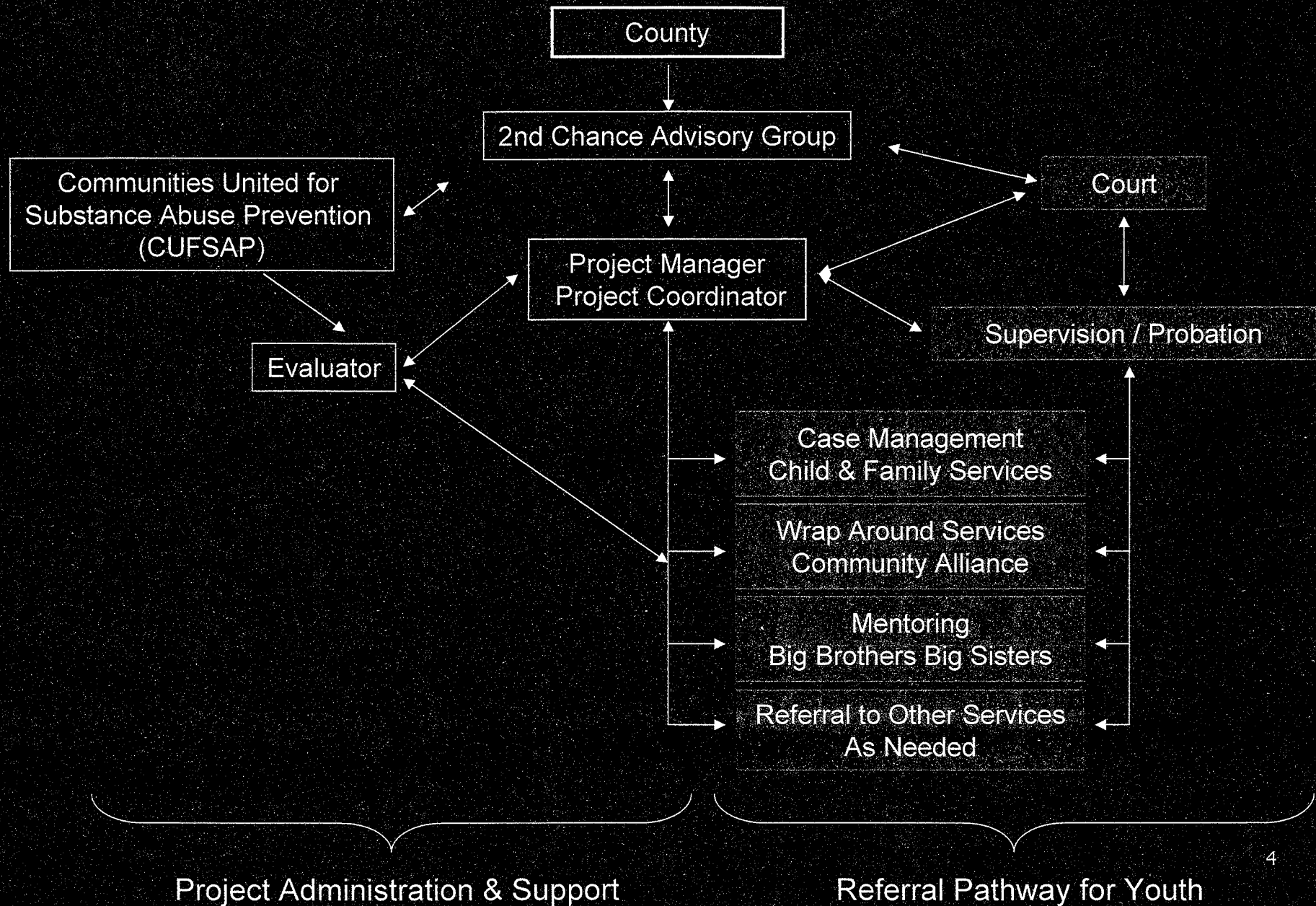
- **Jun. 3rd Thu. Next Board of Commissioners Meeting**
 - **Time: 3 PM**
 - Place: Newport, 14 Main Street – 1st Floor Commissioners Conference Room

- **Jun. 13th Sun. Annual Free Pancake Breakfast – County Displays, Tours and 4-H Fashion Show**
 - **Time: 7 AM – 10:30 AM**
 - Place: Unity, Sullivan County Health Care, 5 Nursing Home Drive

Project History

- Funding for initial FYIP from State Formula Grant (SAG) funds
 - 3 years, starting January 2009, with decreasing amounts each year
 - Served 11 youth in Newport District Court
 - Same goal of reducing residential placement
- 2nd Chance funding received from USDOJ
 - 3 years starting November 2009
 - To expand to Claremont and enhance program to include mentoring and wrap around services

Organization & Flow Chart



Project Goal

- Reduce the number youth in need of placement in Sullivan County:
 - Coordinate an improved community-based service delivery system that is less reliant on residential beds.
 - Increase the number of community-based organizations that support and promote the services needed to keep youth in the community, especially regarding recruitment of mentors.
 - Demonstrate the effectiveness of the project model by conducting a data-driven evaluation of program activities and outcomes.

Project Plan & Activities

- Develop an integrated case management/mentoring program to serve high risk youth, including those with diagnosed disabilities:
 - Provide case management services for Newport and Claremont Court Districts;
 - Use mentors to provide additional support for youth who are at high risk for residential placement;
 - Use other community-based service agencies to provide wrap around services to youth and families;
 - Create regular communication between key system stakeholders.

Target Population

- High risk clients who can be effectively treated in the community;
- Clients with high needs who would benefit from additional community-based support; and
- Clients who have significant issues related to parental support.
- How are clients identified:
 - Screening by Probation staff
 - Assessment completed by Case Manager

Services for Youth

- Intensive home-based supervision
- Tracking services, as needed
- Cognitive-based education groups
- Family Education Program

Child and Family Services: Case Management

- Two FTE case managers serving clients in Claremont and Newport Court Districts
- Provide Case Management Services for each client and their families
- A Family Education Program for youth and parents/family members
- Connection with Probation, BBBS and Community Alliance of Human Services

Child and Family Services: Family Program

- Family Education Program includes:
 - A group with a therapist and the parents;
 - A group with a therapist and the youth; and
 - An opportunity for youth and parents to come together with a therapist.
- Provides:
 - Therapeutic Group Intervention
 - Parent Educational Group
 - Peer Support Group

Mentoring: Big Brothers Big Sisters

- Local staff dedicated to:
 - Recruit Mentors
 - Train and Supervise Mentors
 - Work with Youth and Their Families to Ensure Best Mentor Experience Possible

Community Alliance of Human Services

- Specialized Groups for Youth:
 - ADAC/Adolescents Dealing With Anger and Conflict
 - STARD/Students Talking About Responsible Decisions
 - TAAP/Teen Alcohol Awareness Program
 - Tobacco Options Program
 - Y.E.S./Youth Educational Shoplifting Program
 - The Sullivan County Community Service Program
- Programs for Parents:
 - Parenting Wisely

Built on a Strong Foundation

- District Court Judges and NH Division of Juvenile Justice Services committed to trying new approaches to improve outcomes.
- Strong record of inter-agency collaboration attracts interest of potential new collaborators:
 - Meaning more services for youth and families.
- Many components of the program model have been proven to work in other settings:
 - Wraparound/Case Management
 - Mentoring
 - Parenting Wisely Program

Benefits to Date: May 2010



- Clients Enrolled
 - Newport Court: 15 (4 new cases since December 2009, with 2nd Chance funding)
 - Claremont Court: 3
- Youth & Mentors
 - # of youth referred to BBBS for matching with a mentor: 7
 - # of youth who have been matched with a mentor: 4

Evaluation

- Characteristics of Youth & Program Services:

- How many youth, families & mentors are in the program?
- Who are they?
- What services do they receive?.

- Outcomes:

- Do they re-offend?
- Do they comply with program rules and ordered activities?
- Do their behaviors and attitudes improve?
- Do their families function better?
- Do we prevent out-of-home placement?

Thank You!



Appendix B

SULLIVAN COUNTY

Serving the communities of:

Acworth, Charlestown, Claremont, Cornish, Croydon, Goshen, Grantham, Langdon,
Lempster, Newport, Plainfield, Springfield, Sunapee, Unity and Washington

May 17, 2010

Commissioners Office
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**Facilities &
Operations Dept.**
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sullivancountynh.gov](mailto:nursinghome@sullivancountynh.gov)

Gary L. Dennis, Ph.D., Senior Policy Advisor for Corrections
Bureau of Justice Assistance, Department of Justice
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531

Re: Letter of Commitment
Second Chance Act Reentry Demonstration Program: Targeting Offenders with
Co-occurring Substance Abuse and
Mental Health Disorders FY 2010 Competitive Grant Opportunity

Dear Dr. Dennis:

This letter is to express our strong commitment to the application Sullivan County is submitting for the Second Chance Act Reentry Demonstration Program: Targeting Offenders with Co-occurring Substance Abuse and Mental Health Disorders FY 2010 Competitive Grant Opportunity

Over the past four years, Sullivan County invested considerable resources in conducting a comprehensive assessment and planning process related to our correctional system. In October 2008, funding was approved for the construction of a Community Corrections Center - the primary goal of the building is to facilitate the transition of inmates back to our communities - and construction began in 2009. Our anticipated completion date is late July, early August of 2010. It is clear from our interaction with all the key stakeholders in Sullivan County that our plans enjoy overwhelming support and a commitment to continue to evaluate and improve services for offenders in the County. Our office is committed to providing support for this project including the support and participation in all meetings as well as ongoing coordination of efforts regarding development of the program model. During that time period West Central Behavioral Health has worked in close collaboration in these planning efforts and has provided psychiatric services to the facility and community based service to offenders post release.

Our planning and development of a community reentry center could be enhanced greatly by these additional resources. We are excited about our continued collaboration on this project in the coming months and years and clearly understand a system wide response that includes treatment and transitional services for offenders will enhance our public safety efforts in Sullivan County.

Respectfully Submitted,
Sullivan County Board of Commissioners & County Administrator

Handwritten signature of Jeffrey Barrette.
Jeffrey Barrette, Chair

Handwritten signature of Bennie Nelson.
Bennie Nelson, Vice Chair

Handwritten signature of Ethel Jarvis.
Ethel Jarvis, Clerk

Handwritten signature of Greg Chanis.
Greg Chanis, County Administrator



March 17, 2010

Peter Farrand
 Director of Human Resources
 Sullivan County
 5 Nursing Home Drive
 Unity, NH 03743

Dear Peter:

I am pleased to submit this proposal to conduct a comprehensive salary survey of selected salaried and hourly positions at Sullivan County.

We believe our firm is particularly well qualified to perform this survey for Sullivan County due to our:

- **Extensive experience in New Hampshire and other New England States.** During the past several years, we have completed more than 300 consulting assignments in salary and benefit surveys, classification and pay studies, human resource audits, and other related projects. We are a full-service human resources firm and can assist Sullivan County with any and all of its needs in the challenging environment of managing the human resources function.
- **Expertise in the design of tailor-made compensation programs.** It is our philosophy to develop all programs and services to meet the specific needs of the client. We are keenly aware of the fact that pay and other human resource systems are quietly but quickly moving from the bureaucratic, hierarchical model to one offering more flexibility and opportunity to reward competencies and performance. Many organizations operating under the old model find they have *distinctions without differences* and this can and does lead to confusion for managers and poor morale among staff. It also discourages growth and limits rewards for performance.
- **Survey Integrity.** We are committed to designing, conducting and producing surveys which provide the objectivity necessary to guard against the misuse of survey data and breaches of confidentiality, while preserving access to needed and valuable information.
- **Involvement of Senior Level Staff:** This project for Sullivan County will be assigned to and managed by only experienced, senior level staff of Human Resource Partners, LLC. I would serve as the primary consultant and project manager and be the one to produce and present the final product to you.

Thank you for the opportunity to submit this proposal, and I look forward to responding to your questions or meeting with you to discuss the project in further detail.

Sincerely,

Donald H. Tyler, Jr.
 Principal & Executive Vice President



SULLIVAN COUNTY

PROPOSAL FOR A COMPENSATION SURVEY MARCH 2010

Prepared by:
Donald H. Tyler, Jr.
Principal & Executive Vice President
Human Resource Partners, LLC
7 Oak Hill Terrace
Scarborough, Maine 04074
86 Main Street
Auburn, Maine 04210
Tel: (207) 510-7033 Fax: (207) 510-7032
don@mainehrpartners.com

SURVEY METHODOLOGY

Phase I – Determining of Benchmark Positions and Survey Markets

A primary ingredient to the success of any survey is determining which key positions to survey and then preparing brief capsule descriptions to ensure that all organizations report salary information on comparable positions. I propose to work with you to review benchmarks and design the survey instrument which will enable all potential participants to readily respond to the survey.

We will also develop a comprehensive list of organizations to include in the survey which represent Sullivan County's markets as well as as well as other industries which compete for similar talent. The list of potential survey participants would be prepared in conjunction with Sullivan County to ensure a relevant and representative sample of employers.

Phase II – Conducting the Surveys

The survey questionnaires would be produced and mailed by Human Resource Partners, LLC to all potential survey participants. Completed survey questionnaires will be received by us in complete confidence and no individual private sector survey data would be released to any source.

Phase III – Producing the Survey Findings

All survey data received will be analyzed in detail by Human Resource Partners, LLC and a final report prepared which will present the results in a format that will enable you to readily understand the information and use it to determine the competitiveness of your pay program. All survey information contained in the report would be presented in the aggregate and will not identify individual private sector participants. A copy of the survey results (in summary format) will also be prepared and distributed to participants.

PROJECT COST – PART A

I estimate the cost of this phase of the project to be \$4,900 and will include phases I and II and the entry of all data to an electronic spreadsheet.

PROJECT COST - PART B

This phase of the project will include an in-depth analysis of the survey data and my presentation to the County of the report including recommendations that will enable you to assess the competitiveness of the County's pay plan. Estimated cost of Part B: \$2,400.

TIME TABLE

This survey project will be completed within a time table to be established in conjunction with the County and Human Resource Partners, LLC.

DONALD H. TYLER, JR.
PRINCIPAL AND EXECUTIVE VICE PRESIDENT

Donald H. Tyler, Jr. has been a human resources consultant since 1982. Prior to becoming Principal and Executive Vice President of Human Resource Partners, LLC, he was Executive Vice President and Principal of a Portland based human resource consulting firm. Previously he was a Vice President of Olney Associates, a Boston based human resource management consulting firm. Donald has managed projects for many clients throughout Maine, Massachusetts and other New England states, representing the financial, healthcare, manufacturing, higher education, public, and general industry sectors.

Donald brings considerable expertise to Human Resource Partners, LLC in all aspects of human resources management including: the design and implementation of base pay, incentive and executive compensation plans; internal equity studies; salary and benefit surveys; executive search; outplacement; organizational diagnosis; and performance management. He works closely with clients in developing cost effective and responsive pay delivery systems.

Prior to his consulting experience, Donald served as a top human resources executive in the healthcare and banking industries in central and southern Maine.

He has been active in community affairs and most recently served as Board President of Pottle Hill, Inc., a non-profit organization serving people with disabilities in Androscoggin and Oxford counties.

Donald holds a Bachelor's degree in Psychology from the University of New Hampshire. He attended the Maine-New Hampshire School of Savings Banking held at Dartmouth College as well as numerous other continuing education seminars and professional development programs. He is a current member of World at Work, formerly the American Compensation Association.

ELLEN D. GOTTLIEB
PRINCIPAL AND EXECUTIVE VICE PRESIDENT

Ellen D. Gottlieb, Principal and Executive Vice President of Human Resource Partners, LLC has over twenty five years of experience in organizational development, training, and management consultation in the private, non-profit and governmental sectors. Her human resource expertise includes combined skills in counseling, consulting and business.

Ellen is on the adjunct faculty of the University of Maryland's National Leadership Institute, a licensed off site facility of the Center of Creative Leadership. There she is a trainer/facilitator for the Leadership Development Program, an intensive week long program for management and executive development. In addition, she is an instructor for the University of Southern Maine's Center for Continuing Education, facilitating the Leadership Certificate program, as well as teaching courses in the Certificate Programs for Human Resources, and for Training & Development.

Prior to Human Resource Partners LLC, Ellen was Executive Vice President of a Portland based human resource consulting firm, where she provided a range a human resource services. She also held several Vice-President level positions, including Vice President at Corporate Surveys, specializing in organizational assessment and effectiveness. In this capacity, she conducted numerous climate, employee and customer surveys. She also provided training and consultation in organizational change, leadership development, team building, team development, executive and mid-management level coaching, executive search, customer satisfaction, and issues related to sexual harassment, hiring, managing performance, and terminations.

Prior to Corporate Surveys, Ellen was Vice President of Human Resources at UNUM Life Insurance Company. She supported senior management on a wide variety of organizational matters, including the human resource implications of strategic business change, and corporate wide training and development. Before UNUM, she held the position of Director of Community Services for DayOne, during which time she consulted to both school systems and business, and made numerous public, television and radio appearances.

Ellen is a well known speaker and trainer at both the local and national level, and frequent contributor to New England business magazines and newspapers. She sits on the Board of the Maine Human Resources Management Association, and previously served on the boards and/or committees of the Children's Museum of Maine, the United Way, Greater Portland Chamber of Commerce, Maine Chamber of Commerce and Industry, and DayOne.

She has a M.Ed. from the University of Southern Maine, with advanced course work toward her MBA. She is a member of the OD Network, Society for Human Resource Management, Human Resource Planning Society, and Human Resource Conference Board.

**Local Government Center**

March 3, 2010

Peter F. Farrand, Director of Human Resources
Sullivan County
5 Nursing Home Dr.
Unity, NH 03743

Dear Peter:

Enclosed is the Pay and Classification Study Proposal that you requested.

You indicated in your letter of February 24th that Sullivan County is interested in "a wage study to be conducted as soon as possible." I feel obligated to let you know that I am currently serving as the Acting Director of Human Resources for the Local Government Center. Consequently, the time that I can devote to a new project like this may be limited until a new Human Resources Director is hired.

Thank you for your consideration. Please let me know if you have any questions or need any additional information. You can reach me at 224-7447 extension 124 or at bcox@nhlgc.org.

Sincerely,

Barry L. Cox
Personnel Services Consultant

Enclosure



Local Government Center

March 3, 2010

LOCAL GOVERNMENT CENTER PROPOSAL FOR PAY & CLASSIFICATION STUDY FOR SULLIVAN COUNTY

1. Meeting with Board of Selectmen

The Local Government Center representative will meet with the County Administrator and the Director of Human Resources to review the scope of the study, arrive at an overall agreement as to the desired results, develop a calendar of events leading to completion of the study, agree upon the final details relative to the communities to be surveyed and coordinate the steps of the study.

2. Meetings with Employees

The purpose:

- a. Inform employees of the County's decision to conduct the study and ensure that they understand what the study is, what it can and cannot do and what they should or should not expect from the study. These meetings can mitigate the potentially negative effect of a pay study on employee morale.
- b. Instruct employees on how to fill out the position description questionnaire in preparation for drafting new job descriptions. The information supplied on this document constitutes the first of two critical steps, each of which provides data on the jobs to be studied. It is essential that the employees receive the same instructions before completing the questionnaire.

3. Completion of the Position Description Questionnaires

The County will be responsible for having employees complete and sign the position description questionnaires, obtaining the supervisor's signature on the approved and completed forms, and then forwarding the questionnaires to the Local Government Center representative.

4. Conduct Pay Survey

This step will be conducted by the Local Government Center study team and will involve a survey of approximately eight comparable communities chosen for the purpose of determining the current market rate of pay for the positions to be studied.

5. Analysis of Pay Data

The Local Government Center study team will complete a statistical analysis of the pay data to determine the state of the market for each position and identify pay ranges (minimum, midpoint and maximum).

6. Prepare Job Descriptions

The Local Government Center will write job descriptions and assign each position to the appropriate labor grade using a classification system based on an analysis of the content of each job description. All job descriptions will be formatted to comply with the new classification plan.

7. Prepare Compensation Plan

The Local Government Center will provide the County with a recommended compensation plan composed of labor grades and a series of steps within each grade.

8. Recommendations

The Local Government Center will prepare recommendations regarding the proper placement of positions within the different pay levels.

9. Benefits

The Local Government Center will, in addition to the pay survey, make an investigation of current benefit practices in comparable communities and submit a report of the findings as a part of the Pay and Classification Plan.

10. Report of Findings

The Local Government Center will present findings to the County by providing ten (10) copies of the Pay and Classification Study in three ring binders and one (1) CD copy, including position descriptions.

11. Employee Review

The County will be expected to provide each employee with an opportunity to review the completed study.

12. Appeals

Any employee should have an opportunity to appeal the findings if they are felt to be inaccurate or unfair. The Local Government Center representative will be available for a maximum of one day to hear appeals.

13. Cost

The Basic Service cost is \$250 per position for new job descriptions and \$125 per position for job descriptions provided by the County as Microsoft Word documents. The Local Government Center staff must re-write all job descriptions in order to incorporate the criteria that are used to score and grade positions in the new classification plan.

The Local Government Center will invoice the County for an initial payment of 50% of the total estimated cost of the study and will begin work on the Pay and Classification Study upon receipt of that deposit.

14. Completion

Work cannot be completed until the Local Government Center staff has written all the job descriptions. Consequently, receipt of the Position Description Questionnaires, completed by County employees and signed by their supervisors, is critical to the completion of the Study.

The time frame estimated for completion of a study of this size is approximately four months from the date of receipt of the completed Position Description Questionnaires. This is an estimate based upon prior experience and does not consider delays that may occur based on availability of information, prior engagements/commitments, actions to be completed by employees and/or the County, or other events not in the control of the Local Government Center. The Local Government Center will have the study completed on a mutually agreeable date.



Barry L. Cox
Personnel Services Consultant

3/3/10
Date

Appendix B.1.

| MEDICARE | | | | | | | |
|----------------------|-----------------------|-----------------------------|-------------------|--------------------------------|--------------|------------------------|--------------|
| | April 2009 Compare | April 2009 AVG CENSUS | April 2010 Actual | April 2010 AVG DAILY CENSUS | BUDGETED | BUDGETED AVG CENSUS | VARIANCE |
| CENSUS: | 454 | 15 | 185 | 6 | 330 | 11 | -145 |
| REVENUE | \$246,927.51 | | \$87,042.43 | | \$153,450.00 | | -\$66,407.57 |
| AVERAGE RATE PER DAY | \$543.89 | | \$470.50 | | \$465.00 | | \$5.50 |

| PRIVATE | | | | | | | |
|----------------------|-----------------------|-----------------------------|-------------------|--------------------------------|--------------|----|-------------|
| | April 2009 Compare | April 2009 AVG CENSUS | April 2010 Actual | April 2010 AVG DAILY CENSUS | BUDGETED | | VARIANCE |
| CENSUS: | 704 | 23 | 734 | 24 | 600 | 20 | 134 |
| REVENUE | \$144,950.00 | | \$158,710.00 | | \$129,000.00 | | \$29,710.00 |
| AVERAGE RATE PER DAY | \$205.89 | | \$216.23 | | \$215.00 | | \$1.23 |

| MEDICAID | | | | | | | |
|----------------------|-----------------------|-----------------------------|-------------------|--------------------------------|--------------|-----|--------------|
| | April 2009 Compare | April 2009 AVG CENSUS | April 2010 Actual | April 2010 AVG DAILY CENSUS | BUDGETED | | VARIANCE |
| CENSUS: | 3,173 | 106 | 3,365 | 112 | 3,270 | 109 | 95 |
| REVENUE | \$482,518.11 | | \$474,835.15 | | \$497,040.00 | | -\$22,204.85 |
| AVERAGE RATE PER DAY | \$152.07 | | \$141.11 | | \$152.00 | | -\$10.89 |

| HCBC (RESPITE) | | | | | | | |
|----------------------|-----------------------|-----------------------------|-------------------|--------------------------------|----------|---|-----------|
| | April 2009 Compare | April 2009 AVG CENSUS | April 2010 Actual | April 2010 AVG DAILY CENSUS | BUDGETED | | VARIANCE |
| CENSUS: | 0 | 0 | 0 | 0 | | 0 | 0 |
| REVENUE | \$0.00 | | \$0.00 | | \$424.66 | | -\$424.66 |
| AVERAGE RATE PER DAY | \$0.00 | | \$0.00 | | \$0.00 | | \$0.00 |

| MANAGED CARE | | | | | | | |
|----------------------|-----------------------|-----------------------------|-------------------|--------------------------------|----------|---|------------|
| | April 2009 Compare | April 2009 AVG CENSUS | April 2010 Actual | April 2010 AVG DAILY CENSUS | BUDGETED | | VARIANCE |
| CENSUS: | 8 | 0 | 4 | 0 | | 0 | 4 |
| REVENUE | \$2,800.00 | | \$1,400.00 | | | | \$1,400.00 |
| AVERAGE RATE PER DAY | \$350.00 | | \$350.00 | | | | \$350.00 |

| | April 2009 Compare | | April 2010 Actual | | | | |
|----------------|-----------------------|-------|-------------------|-------|--|-------|--|
| TOTAL CENSUS | 4,339 | | 4,288 | | | | |
| AVERAGE CENSUS | | 144.6 | | 142.9 | | 140.0 | |

| MEDICARE B REVENUE | | | | | | | |
|--------------------|-------------|--|-------------------|--|-------------|--|-------------|
| | ACTUAL | | April 2010 Actual | | BUDGETED | | VARIANCE |
| | \$13,158.58 | | \$57,864.92 | | \$33,930.30 | | \$23,934.62 |

| | |
|--------------------------------|------------|
| TOTAL MONTHLY REVENUE VARIANCE | (\$33,992) |
|--------------------------------|------------|

Extra
Appendix B.2

Revenue Review thru 04/30/2010

| | Budget | 304 Days 10 mth Budget | YTD | Variance | |
|------------------------------|------------|---------------------------|------------|-----------|----------------------------|
| Medicaid | 6,047,320 | 5,036,672 | 4,801,571 | (235,101) | |
| Private | 1,569,500 | 1,307,200 | 1,534,847 | 227,647 | |
| Insurance | 15,000 | 12,493 | 7,117 | (5,377) | |
| Respite (HCBC) | 5,000 | 4,164 | 3,590 | (574) | |
| Medicaid Assessment | 1,830,110 | 1,372,583 | 1,312,757 | (59,826) | Paid quarterly, 3 payments |
| ARRA | | | 330,126 | 330,126 | |
| Medicare Part B (Total) | 412,820 | 343,828 | 482,279 | 138,451 | |
| Medicare Part A | 1,866,975 | 1,554,960 | 1,383,895 | (171,065) | |
| Proshare | 500,000 | | | | Paid at end of FY |
| Net Variance from Operations | | | | 224,282 | |
| Net Variance without ARRA | | | | (105,844) | |
| Misc Income | 5,000 | 4,164 | 16,762 | 12,598 | |
| Laundry | 75,000 | 62,466 | 65,415 | 2,949 | |
| Cafeteria | 13,000 | 10,827 | 15,208 | 4,381 | |
| Meals | 371,664 | 309,550 | 298,734 | (10,816) | |
| YTD Variance | | 10,018,908 | 10,252,302 | 233,394 | |
| | 12,711,389 | | | | |

Sullivan County Nursing Home
Quarterly Resident Census

53

| | TOTAL DAYS | MEDICAID | | PRIVATE | | SKILLED | | HCBC | | MANAGED | | LEAVE | | TOTAL DAYS | |
|--------------|------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|---------|------------|--------|
| | AVAILABLE | DAYS | | DAYS | | DAYS | | RESPITE | | CARE | | DAYS | | FILLED | |
| Jul-09 | 4836 | 3299 | 80.09% | 617 | 14.98% | 203 | 4.93% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 4119 | 85.17% |
| Aug-09 | 4836 | 3220 | 77.40% | 748 | 17.98% | 192 | 4.62% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 4160 | 86.02% |
| Sep-09 | 4680 | 3153 | 75.50% | 705 | 16.88% | 296 | 7.09% | 22 | 0.53% | 0 | 0.00% | 0 | 0.00% | 4176 | 89.23% |
| 1ST QUARTER | 14,352 | 9,672 | 77.66% | 2,070 | 16.62% | 691 | 5.55% | 22 | 0.18% | 0 | 0.00% | 0 | 0.00% | 12,455 | 86.78% |
| Oct-09 | 4836 | 3263 | 75.65% | 746 | 17.30% | 304 | 7.05% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 4313 | 89.19% |
| Nov-09 | 4680 | 3218 | 76.99% | 698 | 16.70% | 264 | 6.32% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 4180 | 89.32% |
| Dec-09 | 4836 | 3453 | 78.42% | 669 | 15.19% | 281 | 6.38% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 4403 | 91.05% |
| 2ND QUARTER | 14,352 | 9,934 | 77.03% | 2,113 | 16.40% | 849 | 6.58% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 12,896 | 89.86% |
| Jan-10 | 4836 | 3455 | 76.40% | 599 | 13.25% | 467 | 10.33% | 0 | 0.00% | | 0.00% | 1 | 0.02% | 4522 | 93.51% |
| Feb-10 | 4368 | 3166 | 78.00% | 618 | 15.23% | 262 | 6.45% | 0 | 0.00% | 12 | 0.30% | 1 | 0.02% | 4059 | 92.93% |
| Mar-10 | 4836 | 3429 | 77.93% | 746 | 16.95% | 222 | 5.05% | 0 | 0.00% | 2 | 0.05% | 1 | 0.02% | 4400 | 90.98% |
| 3RD QUARTER | 14,040 | 10,050 | 77.42% | 1,963 | 15.12% | 951 | 7.33% | 0 | 0.00% | 14 | 0.11% | 3 | 0.02% | 12,981 | 92.46% |
| Apr-10 | 4680 | 3334 | 77.75% | 764 | 17.82% | 185 | 4.31% | 0 | 0.00% | 4 | 0.09% | 1 | 0.02% | 4288 | 91.62% |
| May-10 | 4836 | | #DIV/0! | | #DIV/0! | | #DIV/0! | 0 | #DIV/0! | | #DIV/0! | 0 | #DIV/0! | 0 | 0.00% |
| Jun-10 | 4680 | | #DIV/0! | | #DIV/0! | | #DIV/0! | 0 | #DIV/0! | | #DIV/0! | 0 | #DIV/0! | 0 | 0.00% |
| 4TH QUARTER | 14,196 | 3,334 | 77.75% | 764 | #DIV/0! | 185 | #DIV/0! | 0 | 0.00% | 4 | 0.09% | 1 | 0.02% | 4,288 | 30.21% |
| FY '10 TOTAL | 56,940 | 32,990 | 77.40% | 6,910 | 16.21% | 2,676 | 6.28% | 22 | 0.05% | 18 | 0.04% | 4 | 0.01% | 42,620 | 74.85% |
| YTD AVG. | | 108.5 | | 22.7 | | 8.8 | | 0.1 | | | | | | 140.2 | |

Avg
Census

135.4

140.2

144.2

RESIDENT CENSUS - FY 09

| | TOTAL DAYS | MEDICAID | | PRIVATE | | SKILLED | | HCBC | | MANAGED | | LEAVE | | TOTAL DAYS | |
|--------------|------------|----------|--------|---------|--------|---------|-------|---------|-------|---------|-------|-------|-------|------------|--------|
| | AVAILABLE | DAYS | | DAYS | | DAYS | | RESRITE | | CARE | | DAYS | | FILLED | |
| 1ST QUARTER | 14,352 | 8,970 | 74.56% | 2,047 | 17.01% | 953 | 7.92% | 17 | 0.14% | 44 | 0.37% | 0 | 0.00% | 12,031 | 83.83% |
| 2ND QUARTER | 14,352 | 9,447 | 76.78% | 1,973 | 16.04% | 801 | 6.51% | 3 | 0.02% | 80 | 0.65% | 0 | 0.00% | 12,304 | 85.73% |
| 3RD QUARTER | 14,040 | 9,448 | 75.11% | 2,164 | 17.20% | 916 | 7.28% | 0 | 0.00% | 51 | 0.41% | 0 | 0.05% | 12,579 | 89.59% |
| 4TH QUARTER | 14,196 | 9,826 | 75.66% | 1,890 | 14.55% | 1263 | 9.73% | 0 | 0.00% | 8 | 0.25% | 0 | 0.00% | 12,987 | 91.48% |
| FY '09 TOTAL | 56,940 | 37,691 | 75.53% | 8,074 | 16.18% | 3933 | 7.88% | 20 | 0.04% | 183 | 0.37% | 0 | 0.01% | 49,901 | 87.64% |
| AVGERAGE | | 103.3 | | 22.1 | | 10.8 | | | | | | | | 136.7 | |

130.8

133.7

139.8

142.7

Medicare Length of Stay Analysis
Sullivan County Health Care (SC)

Page 1 of 1
5/14/2010 11:29 AM
AR7400A

| | Apr 2010 | Mar 2010 | Feb 2010 | Jan 2010 | Dec 2009 | Nov 2009 | Oct 2009 | Sep 2009 | Aug 2009 | Jul 2009 | Jun 2009 | May 2009 | 12 Mos. | Calendar YTD |
|---|-----------|------------|------------|------------|------------|------------|------------|------------|-----------|------------|------------|------------|--------------|--------------|
| Total Admits & Readmits (All payer types) | 10 | 10 | 15 | 12 | 21 | 13 | 17 | 11 | 17 | 11 | 8 | 7 | 152 | 47 |
| MCR # Admits & Readmits | 5 | 6 | 9 | 7 | 13 | 7 | 11 | 7 | 11 | 5 | 5 | 6 | 92 | 27 |
| MCR # Discharges from facility | 2 | 5 | 5 | 5 | 5 | 6 | 4 | 4 | 5 | 3 | 7 | 6 | 57 | 17 |
| MCR Discharged LOS | 29.5 | 47.8 | 38.2 | 39.6 | 25.8 | 23.3 | 17.3 | 35.8 | 10.6 | 59.0 | 49.1 | 39.8 | 34.8 | 40.4 |
| MCR # End or A/R Change | 2 | 8 | 4 | 4 | 2 | 2 | 6 | 3 | 2 | 6 | 4 | 5 | 48 | 18 |
| MCR End or A/R Change LOS | 68.0 | 41.9 | 35.5 | 23.3 | 39.0 | 49.5 | 58.7 | 36.7 | 81.0 | 60.0 | 50.3 | 31.6 | 46.4 | 39.2 |
| Total Average MCR LOS | 48.8 | 44.2 | 37.0 | 32.3 | 29.6 | 29.9 | 42.1 | 36.1 | 30.7 | 59.7 | 49.5 | 36.1 | 40.1 | 39.8 |
| Total MCR Days | 185 | 222 | 262 | 467 | 281 | 264 | 304 | 296 | 192 | 203 | 349 | 460 | 3485 | 1136 |
| Rehab RUGs | 166 | 185 | 258 | 440 | 278 | 264 | 298 | 266 | 192 | 190 | 349 | 449 | 3335 | 1049 |
| % of Total MCR Days | 90% | 83% | 98% | 94% | 99% | 100% | 98% | 90% | 100% | 94% | 100% | 98% | 96% | 92% |
| Non-Rehab RUGs | 19 | 37 | 4 | 27 | 3 | | 6 | 30 | | 13 | | 11 | 150 | 87 |
| % of Total MCR Days | 10% | 17% | 2% | 6% | 1% | | 2% | 10% | | 6% | | 2% | 4% | 8% |
| Default Days | | | | | | | | | | | | | | |
| % of Total MCR Days | | | | | | | | | | | | | | |
| A ADL (low dependency) | 41 | 22 | 22 | 83 | 14 | 7 | | 43 | 7 | | 19 | 32 | 290 | 168 |
| % of Total MCR Days | 22% | 10% | 8% | 18% | 5% | 3% | | 15% | 4% | | 5% | 7% | 8% | 15% |
| B ADL (medium dependency) | 56 | 121 | 160 | 237 | 137 | 165 | 204 | 124 | 88 | 125 | 159 | 186 | 1762 | 574 |
| % of Total MCR Days | 30% | 55% | 61% | 51% | 49% | 63% | 67% | 42% | 46% | 62% | 46% | 40% | 51% | 51% |
| C ADL (high dependency) | 88 | 79 | 80 | 147 | 130 | 92 | 100 | 129 | 97 | 78 | 171 | 242 | 1433 | 394 |
| % of Total MCR Days | 48% | 36% | 31% | 31% | 46% | 35% | 33% | 44% | 51% | 38% | 49% | 53% | 41% | 35% |
| Medicare Net Revenue | \$ 87,042 | \$ 109,087 | \$ 135,601 | \$ 235,899 | \$ 142,409 | \$ 133,431 | \$ 154,567 | \$ 149,528 | \$ 98,685 | \$ 108,078 | \$ 192,852 | \$ 250,082 | \$ 1,797,262 | \$ 567,630 |

Note: This report includes only the selection criteria listed below.
Effective Date From 4/1/2010 Thru 4/30/2010

B5.

Summary Admission / Discharge List

Sullivan County Health Care (SC)

Page 1 of 1
05/14/2010 1:07 PM
RI6300B

| <i>A/R Type</i> | <i>From/To</i> | | <i>Admissions</i> | <i>Discharges</i> |
|-----------------|----------------|---------------------|-------------------|-------------------|
| INS | Home | | | 1 |
| | | <i>INS Subtotal</i> | | 1 |
| MCD | Expired | | | 3 |
| | Home | | | 1 |
| | Hospital | | 2 | |
| | | <i>MCD Subtotal</i> | 2 | 4 |
| MRA | Home | | | 1 |
| | Hospital | | 5 | 1 |
| | | <i>MRA Subtotal</i> | 5 | 2 |
| PVT | Home | | 3 | 1 |
| | | <i>PVT Subtotal</i> | 3 | 1 |
| | | <i>Total</i> | 10 | 8 |

Note: This report includes only the selection criteria listed below.
Effective Date From 7/1/2009 Thru 4/30/2010

EL

Summary Admission / Discharge List

Sullivan County Health Care (SC)

Page 1 of 1
05/17/2010 12:16 PM
RJ6300B

| <i>A/R Type</i> | <i>From/To</i> | <i>Admissions</i> | <i>Discharges</i> |
|-----------------|---------------------|-------------------|-------------------|
| HCB | Home | 2 | 2 |
| | <i>HCB Subtotal</i> | <u>2</u> | <u>2</u> |
| INS | Home | | 1 |
| | Hospital | 1 | |
| | <i>INS Subtotal</i> | <u>1</u> | <u>1</u> |
| MCD | Unknown | | 3 |
| | Assisted Living | 2 | |
| | Expired | | 20 |
| | Home | 10 | 11 |
| | Hospital | 19 | 27 |
| | Nursing Home | 2 | |
| | <i>MCD Subtotal</i> | <u>33</u> | <u>61</u> |
| MCP | Hospital | 1 | |
| | <i>MCP Subtotal</i> | <u>1</u> | |
| MRA | Unknown | | 3 |
| | Assisted Living | | 2 |
| | Expired | | 6 |
| | Home | 7 | 19 |
| | Hospital | 74 | 16 |
| | Nursing Home | | 1 |
| | <i>MRA Subtotal</i> | <u>81</u> | <u>47</u> |
| PVT | Unknown | | 1 |
| | Assisted Living | 2 | |
| | Expired | | 2 |
| | Home | 12 | 7 |
| | Hospital | 4 | 8 |
| | <i>PVT Subtotal</i> | <u>18</u> | <u>18</u> |
| PIN | Expired | | 1 |
| | Hospital | 1 | |
| | <i>PIN Subtotal</i> | <u>1</u> | <u>1</u> |
| <i>Total</i> | | <u>137</u> | <u>130</u> |

Month-end Analysis
 Sullivan County Health Care (SC)
 For the Month of Apr, 2010

Page 46 of 46
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 AR6100B

Resident (Res #) (Discharge Date)

| Type Balance | Apr | Mar | Feb | Jan | Dec | Nov | Oct | Sep | Aug | Jul | Jun | May | Apr | Balance |
|--------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|--------------|
| INS | | | | | | | | | | | | | 1.31 | 1.31 |
| MRB | | | | | | | | | | | | | 5.47 | 5.47 |
| Totals: | 552,248.30 | 123,843.67 | 84,887.06 | 85,903.99 | 61,263.55 | 76,685.71 | 53,734.19 | 48,676.03 | 35,634.94 | 17,636.32 | 20,094.71 | 39,111.63 | 294,176.39 | 1,493,896.49 |

Aged Analysis Summary

| | | | | | | | | | | | | | | |
|---------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|--------------|
| HCB | | | | | | | | 3,590.40 | | | | | 1,340.80- | 2,249.60 |
| INS | 14,687.17 | 17,410.44 | 4,174.25 | 17,328.96 | 3,580.01- | 6,403.32 | 1,763.41 | 2,826.86 | 1,546.80 | 1,458.83 | 1,548.60 | 1,745.18 | 61,735.87 | 129,047.68 |
| MCD | 375,175.09 | 33,482.87 | 32,123.85 | 18,763.24 | 20,011.18 | 13,555.65 | 8,706.77 | 6,977.83 | 9,109.05 | 4,647.50 | 2,216.06 | 72.01- | 48,460.71 | 571,157.79 |
| MCP | 4,233.30 | 987.77 | | | | | | | | | | | | 5,221.07 |
| MRA | 69,854.93 | 46,277.52 | 22,631.67 | 26,762.23 | 26,247.19 | 38,989.24 | 12,440.62 | 8,106.18 | 5,636.12 | | 1,600.26 | 15,387.49 | 5,391.49- | 268,541.96 |
| MRB | 43,015.07 | 2,807.36 | 700.85 | 1,034.72 | 939.36 | 2,468.97 | | 434.41 | 430.70- | 1,599.02- | 648.96 | 428.76 | 83,699.12 | 134,147.86 |
| MXA | 4,806.81 | 4,913.57 | | 1,675.38 | 801.00 | 4,808.00 | 3,016.12 | 4,875.50 | 852.14 | 1,554.34 | 1,619.56 | 12,415.50 | 53,717.71 | 95,053.63 |
| MXB | 4,565.43 | 4,797.21 | 6.27 | 168.58- | 221.16 | 1,155.36 | 1,568.48 | 582.97 | 1,691.26 | 1,040.36 | 105.40 | 153.98- | 21,588.94 | 37,000.28 |
| PVT | 20,926.16 | 8,728.64 | 12,602.78 | 14,740.50 | 15,458.42 | 3,103.00 | 27,162.12 | 19,163.38 | 16,507.08 | 11,312.21 | 9,793.33 | 7,970.72 | 84,609.71 | 252,078.03 |
| RES | 14,984.34 | 4,440.29 | 6,959.34 | 5,767.54 | 1,165.25 | 6,204.17 | 149.41 | 2,118.50 | 723.21 | 777.90- | 1,810.43 | 661.47 | 52,699.82- | 8,492.77- |
| PHC | | | | | | | | | | | | | 375.00- | 375.00- |
| HST | | | 288.05 | | | | 1,072.74- | | | | 754.11 | 728.50 | 2,170.44 | 2,868.38 |
| PIN | | | 5,400.00 | | | | | | | | | | | 5,400.00 |
| Totals: | 552,248.30 | 123,843.67 | 84,887.06 | 85,903.99 | 61,263.55 | 76,685.71 | 53,734.19 | 48,676.03 | 35,634.94 | 17,636.32 | 20,094.71 | 39,111.63 | 294,176.39 | 1,493,896.49 |
| | 36.97% | 8.29% | 5.68% | 5.75% | 4.10% | 5.13% | 3.60% | 3.26% | 2.38% | 1.18% | 1.35% | 2.62% | 19.69% | 100.00% |

Revenue Review thru 04/30/2010

| | Budget | 304 Days 10 mth Budget | YTD | Variance | |
|------------------------------|------------|---------------------------|------------|-----------|----------------------------|
| Medicaid | 6,047,320 | 5,036,672 | 4,801,571 | (235,101) | |
| Private | 1,569,500 | 1,307,200 | 1,534,847 | 227,647 | |
| Insurance | 15,000 | 12,493 | 7,117 | (5,377) | |
| Respite (HCBC) | 5,000 | 4,164 | 3,590 | (574) | |
| Medicaid Assessment | 1,830,110 | 1,372,583 | 1,312,757 | (59,826) | Paid quarterly, 3 payments |
| ARRA | | | 330,126 | 330,126 | |
| Medicare Part B (Total) | 412,820 | 343,828 | 482,279 | 138,451 | |
| Medicare Part A | 1,866,975 | 1,554,960 | 1,383,895 | (171,065) | |
| Proshare | 500,000 | | | | Paid at end of FY |
| Net Variance from Operations | | | | 224,282 | |
| Net Variance without ARRA | | | | (105,844) | |
| Misc Income | 5,000 | 4,164 | 16,762 | 12,598 | |
| Laundry | 75,000 | 62,466 | 65,415 | 2,949 | |
| Cafeteria | 13,000 | 10,827 | 15,208 | 4,381 | |
| Meals | 371,664 | 309,550 | 298,734 | (10,816) | |
| YTD Variance | | 10,018,908 | 10,252,302 | 233,394 | |
| | 12,711,389 | | | | |

To: Supt. Cunningham
 From: Lt. Roberts
 Ref: population Breakdown

Thursday May 20, 2010

POPULATION DATA:

| | | |
|----------------------|-------------------|--------------------|
| House of Corrections | Pre-Trial Inmates | Protective Custody |
| Male - 41 | Male - 17 | Male - 1 |
| Female - 7 | Female - 3 | Female - 0 |

THU- Included in the total of HOC male inmates above

Male- 14
 Female- 0

Total Population (In House) - 69

Total Population May 20, 2009 (In House) 78

| | | |
|---------------------|-------------------|-----------------|
| Home Confinement/EM | Weekender | Merr County |
| Male - 3 | Male - 2 | Male- 2 |
| Female - 1 | Female - 1 | Female- 2 |
| NHSP/SPU | Grafton County | Cheshire County |
| | Admin Transfer | Admin Transfer |
| Male - 2 | Male - 2 | Male - 2 |
| Female - 2 | Female - 1 | Female - 1 |
| Hillsborough County | Friend/Farn/phoen | Rocking Cnty |
| Admin Transfer | | |
| Male - 2 | Male - 2 | Male- 1 |
| Female - 0 | Female - 0 | Female- 0 |
| Coos County | Carroll County | |
| Male- 0 | Male- 0 | |
| Female- 0 | Female- 0 | |

Total Census - 94

Total Census May 20, 2009- 112

Temp Hold for other jurisdictions- Included in the above in house Total population

| | | | |
|-----------|------------------|------------------|-------------|
| Cheshire | Merrimack County | New Hampshire SP | Hillsboroug |
| Male- 1 | Male- 0 | Male- 1 | Male- 0 |
| Female- 0 | Female-0 | Female-0 | Female-1 |

Pre-Trial Services- 34
 Male- 27
 Female- 7



825 MARLBORO ROAD
KEENE, NEW HAMPSHIRE 03431
www.co.cheshire.nh.us/hcc

Richard Van Wickler, Superintendent
Gemma Lantry, Executive Assistant
Phone: (603) 903-1600
Fax: (603) 352-4044

Capt. Kevin Clark, Director of Classification
Capt. Hank Colby, Director of Programs
Capt. Robert Hummel, Director of Training
Capt. John Mousscau, Director of Safety and Security

6 May 2010

Ross Cunningham
Superintendent
Sullivan County Department of Corrections
103 County Farm Rd.
Claremont, NH 03743

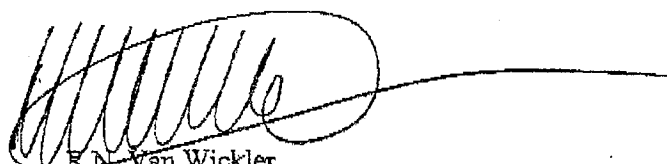
Dear Ross,

On behalf of Cheshire County, the DOC staff and me, please accept our deepest appreciation for your agencies assistance with our move from Westmoreland to the new jail in Keene on 22 April 2010.

Officer Castillo was exceptionally professional and assisted in what turned out to be a brilliantly executed move of 116 inmates. The opportunity to utilize one of your vehicles and staff was instrumental in the success of this comprehensive task.

Please let us know if we can ever assist you in any way and we look forward to the grand opening of your project as well!

Kindest regards,


R.N. Van Wickler
Superintendent

**Notice Of Public Hearing
Community Development Block Grant
Project No. 07-410-CDED**

The Sullivan County Board of Commissioners of Sullivan County New Hampshire will hold a Public Hearing on:

Thursday June 3, 2010 at 3:00 PM

Hearing Place:

Remington Woodhull County Complex
County Administration Building
Commissioners Conference Rm – 1st Floor
14 Main Street
Newport NH 03773

This hearing is being held to consider the progress of the above referenced project. The CDBG award, in the amount of \$500,000, was made in March 2008 to Sullivan County. CDBG, along with other funds, were utilized to finance the rehabilitation of the historic Wainshal Mill in Claremont, New Hampshire. As a condition of the grant, the Red River Computer Company, Inc. committed to create 38 new jobs; 60% of the jobs (or 23) being made available to low and moderate income people. Progress concerning job creation will be discussed at the Public Hearing. In addition, the Commissioners will consider requests to extend the schedule grant termination date (June 30, 2010) for up to one year.

Anyone wishing to submit written comments prior to the meeting may do so by contacting the County Administrator – Greg Chanis (at above address) or calling the office at (603) 863 – 2560, during normal business hours: Mon. – Fri. 8 AM – 4 PM.